

Department of Finance and Management

Department Description

The Department of Finance and Management is comprised of the Director's Office and three operating divisions - Financial Management, Facilities Management, and Fleet Management.

The Director's Office provides overall coordination and policy direction for the three divisions. This office also oversees the management of city real property including the acquisition and sale of land, and the construction and/or renovation of various buildings and facilities. Departmental fiscal, human resource and legislative processing functions are also centrally coordinated by this office.

Financial Management oversees the development, monitoring and control of the city's operating budgets. Additionally, debt management, including coordination of the capital improvements budget and the six-year capital improvements program and grants management, including budget preparation and program monitoring for several federal grant programs, are housed within Financial Management. This division also oversees the purchasing office which is responsible for the procurement of goods and services, including the administration of the city's procurement policies and procedures. The performance management office, which is responsible for the development and maintenance of performance management systems throughout the city, is also managed in this division.

Facilities Management is responsible for the maintenance, energy management, and security for the city hall complex, police and fire facilities, the Jerry Hammond Building, the Public Health complex, and the Piedmont/Carolyn Avenue facilities.

Fleet Management maintains motorized equipment for most city departments and divisions. The division also develops and promotes citywide policies that govern acquisition, maintenance, use and disposal of vehicles. The goal is to deploy the most cost effective vehicle, reduce underutilized vehicles, and to eliminate older high-maintenance vehicles from inventories.

Department Mission

To protect and to enhance the fiscal integrity and efficient management of the city while promoting the Mayor's citywide program initiatives.

Strategic Priorities for 2009

Peak Performance

- [Columbus*Stat](#), a forum for the Mayor and his chief administrators to meet with department managers through a systematic process of performance analysis, will continue in 2009, focusing on accountability using performance management dashboards to review performance.
- Continue to incorporate performance management information into the budget process. The city continues to make significant progress in the collection and cataloguing of data that measure the performance of various city programs. The department will examine the ways to more effectively link performance information with accounting information, thus enabling better estimates of productivity, efficiency and cost-effectiveness.
- Continue to provide necessary support and information to the Department of Technology in its efforts to establish a capital improvement projects tracking system that is fully integrated with the accounting system and has a GIS component. The Department of Technology is developing this system in-house. The system will track the progress of various capital infrastructure improvement projects throughout the city and will help departments keep their capital projects on-time and within budget. The timely completion of capital projects ensures that city tax dollars are spent efficiently and that projects are proceeding as expeditiously as possible.
- Implement, in cooperation with the City Auditor's office, a tool that will enable city vendors to perform a full range of procurement functions online. This system will integrate fully with the city's accounting system and offer online vendor registration.
- Continue to implement the city's environmentally preferable purchasing program by incorporating language in appropriate bid documents, adding website information regarding environmentally preferable purchasing, researching environmentally friendly products and communicating and educating vendors and city agency staff on the program.
- Operate within adopted and capital budgets and continue to integrate performance measures into the budget process.
- Develop and promote citywide policies that will govern acquisition, maintenance, use and disposal of vehicles. Work with city departments/divisions to reduce underutilized vehicles and eliminate older, high-maintenance vehicles from the fleet.
- Provide transitional return-to-work assignments for employees who have sustained an occupational injury or illness and are able to work in a limited, but productive capacity.

- Work with partners within the city and community to identify green opportunities, new fleet technological developments, and training.
- Continue to emphasize and make available opportunities for Fleet employees to continue Automotive Service Excellence (ASE) training, maintain ASE Blue Seal for the Fleet Division, Emergency Vehicle Technician (EVT) training, and similar certifications.
- Continue to review all parts used in all Fleet operations and work to decrease costs on the same through the process of “after-market” parts usage, without compromising quality standards.
- Complete construction of the new Westside neighborhood family health center to serve residents of Franklinton, the Hilltop and Westland.
- The construction management office will work with the Mayor’s Office, the Columbus Public Health Department, Columbus Neighborhood Health Centers, Inc. and community partners on the south side to design the new Southside family health center. The center will be located on Parsons Avenue, on the former site of the Schottenstein’s store. This center will not only provide much needed health services for families living on the south side of Columbus, but will also help spur economic development in the area. Funds are programmed for both facility design and construction. Construction is projected to be completed by 2012.
- The real estate management office will continue to review and update various city leases, many of which have not been updated in many years. The office continues to work toward standardizing these documents to ensure that proper terms and protections are included in all city leases. In addition, the office will assist other city departments and divisions with the acquisition of land and facilities, either for purchase or lease in order to meet operational needs.
- The office of construction management will complete construction of new electric service to city hall and reconfigure electrical power and communications lines below grade for the city hall complex. A new security command center will be built in city hall. Construction for numerous building improvements will begin at the municipal court facility, in advance of comprehensive renovation. Construction of the new Westside Health Center will proceed throughout 2009.
- The Facilities Management Division will institute new preventive maintenance programs for heating and cooling systems and roofs for the facilities under its purview. These programs will reduce overall maintenance costs, help prevent major equipment failures and extend the life of existing building systems.

Safety

- The new Police heliport on West Broad Street will be completed. Construction will begin on the new Police impound lot and parking violations complex near Frank Road. Design of the new Police property room will be completed and design for the crime lab will proceed. Both of these functions will be located in a building on Woodrow Avenue. Numerous police substations and other safety facility upgrades and improvements will be completed as well.
- Under the leadership of the new security manager, the Facilities Management Division will begin upgrading security protocols at various locations. These upgrades will include new training regimes, new standard operating procedures, changes in facility layouts and equipment upgrades.
- Continue to monitor the strength levels of the city's safety forces in light of the Deferred Retirement Option Plan (DROP) and its potential impact of staffing levels and develop contingency plans to address various scenarios.
- Prepare for possible public emergencies and make facilities safer for citizens and city employees.

Downtown Development

- Design will be completed, and construction possibly begun, on the renovation and reuse of 120 West Gay Street, the old police headquarters. Various city departments and divisions will be relocated from obsolete, high maintenance buildings to this facility upon project completion.

Customer Service

- Fleet Management continues to work with customers to implement service level agreements and will continue scheduled consumer panel meetings as a means to identify and resolve customer service issues and problems, and to identify opportunities for improvement.
- Refine efficiency processes through the consolidation efforts of moving into the Groves Road fleet operations. Continue to reduce down times on all equipment repaired at the new Groves Road facility. The new facility increases the space to service vehicles, provides adequate parking and improved security, thereby improving customer service.

Neighborhoods

- Honor the good neighbor agreement with adjacent property owners and businesses of the fleet maintenance facility on Groves Road.

Education

- Educate the internal stakeholders as to what services the Fleet Management Division offers and how to best use them.

2009 Budget Notes

Financial Management

- In 2009, \$1.65 million is budgeted for the city's contract with the public defender, which provides legal counsel to indigent persons charged with criminal offenses. In 2007, City Council transferred the responsibility for this contract from its own budget to the Financial Management Division.
- Various expenditure items are initially budgeted in the Finance and Management Department and, as necessary, transferred to other departments throughout the year. In 2009, this includes projected legal expenses and \$1.75 million for transfer to the 27th pay period fund.
- As was the case in 2008, all projected internal service charges to general fund agencies for technology services are budgeted in the Financial Management Division in 2009. This will reduce the volatility of projections for the general fund and eliminate the need to transfer funds from one agency to another at year-end to match projected billings.

Facilities Management

- Due to financial constraints, the payment of almost \$1.662 million in real estate leases will be funded out of the special income tax fund in 2009. The majority of the leases are for the Department of Public Safety.
- Facilities Management's 2009 budget includes over \$6.4 million to pay utility bills on behalf of other city agencies.
- In addition to utility expenses, approximately \$292,333 is budgeted for custodial contracts for the Police and Fire academies and \$123,914 for the Public Health Department facility. Due to financial constraints, 2009 funding levels for the Police and Fire academies are 40 percent lower than 2008 expenditures. Because no Police or Fire recruit classes are budgeted in 2009, it is believed that this funding level will allow the Facilities Management Division to provide adequate custodial services to these facilities. The custodial contract for the Public Health Department facility will be funded for four months only. A full year's funding will be required in the 2010 budget.
- In 2007, the 1111 East Broad Street operations fund was established in order for the Facilities Management Division to deposit rental payments from non-city occupants of that building (now called the Jerry Hammond Building) as well as Facilities Management funds necessary for the operation of the facility. Lease payments for 2009 are projected at \$1,337,134. Total expenses in 2009 are projected to be just over \$1.6 million. The difference is budgeted in the general fund for transfer into the 1111 East Broad Street operations fund.

Fleet Management

- The Division of Fleet Management's hourly labor charge is \$70 per hour for light vehicles and \$90 per hour for heavy. The mark-up on parts remains at 22 percent, the mark-up on professional services and credit card fuel purchases will remain at 5 percent, and the markup on fuel will remain at 24 cents per gallon.
- There is \$1.5 million set aside in the Fleet Division's general fund for 2009 vehicle purchases.
- Fuel prices are budgeted at a wholesale cost. Every one cent fluctuation in the price of fuel relates to \$36,000 in savings or additional expense. Given the volatility of fuel prices over the past several months, this is an expense that will be closely monitored.

Budget and Performance Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Administration	\$ 3,196,272	\$ 3,280,186	\$ 3,574,523	\$ 3,331,646	\$ 3,179,633
Finance Citywide	4,679,480	3,565,000	-	179,000	2,400,000
Citywide Technology Billings	-	-	13,122,473	12,034,655	12,291,852
Financial Management	2,639,862	5,401,577	6,475,050	7,551,649	6,649,994
Facilities Management	14,313,320	17,071,324	17,117,245	17,183,021	16,271,251
Fleet Management	25,295,734	33,379,966	28,856,059	34,447,946	34,066,043
TOTAL	\$ 50,124,668	\$ 62,698,053	\$ 69,145,350	\$ 74,727,917	\$ 74,858,773

NOTE: The general fund 2008 and 2009 budget figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9. NOTE: The 2009 proposed budget figures for Finance and Management include mailroom services, which transferred from the Department of Technology in 2008.

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION GENERAL FUND EXPENDITURES SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ 2,547,759	\$ 2,496,968	\$ 2,116,668	\$ 2,086,987	\$ 1,816,351
Materials & Supplies	25,299	18,047	15,250	6,949	11,950
Services	167,141	259,712	119,215	117,302	149,109
Transfers	-	-	-	-	-
TOTAL	\$ 2,740,199	\$ 2,774,727	\$ 2,251,133	\$ 2,211,238	\$ 1,977,410
ADMINISTRATION EMPLOYEE BENEFITS FUND EXPENDITURES SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Services	\$ -	\$ -	\$ 365,000	\$ 285,000	\$ 295,000
TOTAL	\$ -	\$ -	\$ 365,000	\$ 285,000	\$ 295,000

DIVISION SUMMARY BY CHARACTER

**FINANCIAL MANAGEMENT
GENERAL FUND
EXPENDITURES SUMMARY**

	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ 1,174,876	\$ 2,047,734	\$ 2,618,698	\$ 2,460,232	\$ 2,271,625
Materials & Supplies	8,351	9,459	31,075	6,075	23,900
Services	257,738	2,029,214	1,487,793	2,602,015	1,841,064
Transfers	4,679,480	3,565,000	-	179,000	2,400,000
Citywide Technology Billings	-	-	13,122,473	12,034,655	12,291,852
TOTAL	\$ 6,120,445	\$ 7,651,407	\$ 17,260,039	\$ 17,281,977	\$ 18,828,441

**FINANCIAL MANAGEMENT
CDBG FUND
EXPENDITURES SUMMARY**

	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ 462,461	\$ 478,607	\$ 543,662	\$ 506,626	\$ 339,262
Materials & Supplies	3,036	994	3,250	200	1,000
Services	392,764	439,946	233,950	196,722	182,964
Other Disbursements	108,448	158,786	165,889	165,889	-
TOTAL	\$ 966,709	\$ 1,078,333	\$ 946,751	\$ 869,437	\$ 523,226

**FINANCIAL MGMT - PRINT
PRINT and MAIL SERVICES
FUND
EXPENDITURES SUMMARY**

	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ 120,805	\$ 125,608	\$ 143,548	\$ 132,957	\$ 137,824
Materials & Supplies	35,194	29,536	37,500	30,052	41,850
Services	76,189	81,693	81,750	99,789	80,750
TOTAL	\$ 232,188	\$ 236,837	\$ 262,798	\$ 262,798	\$ 260,424

DIVISION SUMMARY BY CHARACTER

**FINANCIAL MGMT - MAIL
PRINT and MAIL SERVICES
FUND
EXPENDITURES SUMMARY**

	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ -	\$ -	\$ 159,800	\$ 132,711	\$ 137,133
Materials & Supplies	-	-	4,000	2,500	4,500
Services	-	-	964,135	1,215,881	1,362,379
TOTAL	\$ -	\$ -	\$ 1,127,935	\$ 1,351,092	\$ 1,504,012

**FINANCIAL MANAGEMENT
NEIGHBORHOOD
STABILIZATION FUND
EXPENDITURES SUMMARY**

	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ 201,378
Materials & Supplies	-	-	-	-	-
Services	-	-	-	-	24,365
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 225,743

DIVISION SUMMARY BY CHARACTER

**FACILITIES MANAGEMENT
GENERAL FUND
EXPENDITURES SUMMARY**

	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ 5,024,297	\$ 5,001,781	\$ 4,966,842	\$ 5,093,953	\$ 4,617,548
Materials & Supplies	424,815	444,902	478,543	408,113	408,106
Services	8,838,849	9,937,662	9,548,286	9,560,913	9,600,542
Other Disbursements	6,010	-	15,750	418	15,750
Capital	19,349	-	-	11,800	-
Transfers	-	250,000	491,702	491,702	-
TOTAL	\$ 14,313,320	\$ 15,634,345	\$ 15,501,123	\$ 15,566,899	\$ 14,641,946

**FACILITIES MANAGEMENT 1111
E. BROAD ST. OPERATIONS
SPECIAL REVENUE FUND
EXPENDITURES SUMMARY**

	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Materials & Supplies	\$ -	\$ 2,184	\$ 29,200	\$ -	\$ 52,200
Services	-	1,434,795	1,586,922	1,616,122	1,577,105
Other Disbursements	-	-	-	-	-
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
TOTAL	\$ -	\$ 1,436,979	\$ 1,616,122	\$ 1,616,122	\$ 1,629,305

DIVISION SUMMARY BY CHARACTER					
FLEET MANAGEMENT GENERAL FUND EXPENDITURES SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Capital	\$ -	\$ 3,491,392	\$ 130,000	\$ 1,074,263	\$ 1,517,413
TOTAL	\$ -	\$ 3,491,392	\$ 130,000	\$ 1,074,263	\$ 1,517,413

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION FLEET MANAGEMENT FUND EXPENDITURES SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ 435,125	\$ 503,299	\$ 958,390	\$ 835,408	\$ 907,223
Services	20,948	2,160	-	-	-
TOTAL	\$ 456,073	\$ 505,459	\$ 958,390	\$ 835,408	\$ 907,223

DIVISION SUMMARY BY CHARACTER					
FLEET MANAGEMENT FLEET MANAGEMENT FUND EXPENDITURES SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
Personnel	\$ 7,668,429	\$ 8,057,245	\$ 9,090,615	\$ 9,342,810	\$ 9,075,664
Materials & Supplies	13,256,674	15,891,595	13,248,290	17,451,335	16,639,205
Services	3,453,971	3,722,212	3,878,800	4,077,378	4,251,900
Principal	30,000	1,004,237	1,380,000	1,380,000	1,420,000
Other Disbursements	44,688	5,313	5,000	639	-
Capital	69,925	84,967	-	-	90,000
Interest	772,047	1,123,005	1,123,354	1,121,521	1,071,861
TOTAL	\$ 25,295,734	\$ 29,888,574	\$ 28,726,059	\$ 33,373,683	\$ 32,548,630

DEPARTMENT SUMMARY BY FUND

FUND SUMMARY	2006 Actual	2007 Actual	2008 Original Appropriation	2008 Estimated Expenditures	2009 Proposed
General Fund	\$ 23,173,964	\$ 29,551,870	\$ 35,142,295	\$ 36,134,377	\$ 36,965,210
Employee Benefits Fund	-	-	365,000	285,000	295,000
Print and Mail Services Fund	232,188	236,837	1,390,733	1,613,890	1,764,436
Special Revenue Fund	-	1,436,979	1,616,122	1,616,122	1,629,305
Fleet Management	25,751,807	30,394,033	29,684,449	34,209,091	33,455,853
CDBG Fund	966,709	1,078,333	946,751	869,437	523,226
Neighborhood Stabilization Fund	-	-	-	-	225,743
TOTAL	\$ 50,124,668	\$ 62,698,053	\$ 69,145,350	\$ 74,727,917	\$ 74,858,773

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2006 Actual	2007 Actual	2008 Budgeted	2009 Budgeted
Administration					
General Fund	FT	34	24	25	21
Fleet Management Fund	FT	6	8	9	8
Financial Management					
General Fund	FT	11	26	27	26
Print Services	FT	2	2	2	2
Mailroom Services	FT	2	2	2	2
Community Dev. Block Grant	FT	5	5	5	3
Neighborhood Stabilization Fund	FT	0	0	0	2
Facilities Management					
General Fund	FT	80	79	80	73
	PT	10	10	15	14
Fleet Management					
Fleet Management Fund	FT	120	117	130	126
	PT	1	1	3	3
TOTAL		271	274	298	280
*FT=Full-Time PT=Part-Time					

2009 Operating Budget
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Finance and Management Administration	To provide direction to all Finance and Management operations with the ultimate goal of protecting and enhancing the fiscal integrity of the city and efficiently operating city facilities.	\$ 1,132,218	\$ 1,044,490	\$ 1,960,829	\$ 1,734,154	10	10	21	19
Real Estate Management	To provide for: management, acquisition, sale, and leasing of real property (other than rights-of-way and utility easements) used in city operations; stewardship of all records of city-owned property, leases, deeds and other instruments as evidence of title; and administration of the city's property risk program.	\$ 463,675	\$ 568,885	\$ 954,547	\$ 825,684	6	6	6	5
Construction Management	To provide supervision and management of contracts for the design, construction, renovation or repair of buildings used in city operation.	\$ 508,850	\$ 711,774	\$ 659,147	\$ 619,795	6	7	6	5

2009 Operating Budget
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Print Shop/Copy Center	To provide timely and quality print and copy services to city agencies.	\$ 240,528	\$ 248,735	\$ 262,798	\$ 260,424	2	2	2	2
Mailroom Services	To provide timely and accurate receipt, processing, and distribution of City of Columbus mail.	\$ 1,726,285	\$ 1,744,352	\$ 1,127,935	\$ 1,504,012	2	2	2	2
Purchasing	To promote cost-effective city operations by acquiring high-quality goods and services at the lowest price and by selling surplus goods at the highest price.	\$ 1,469,454	\$ 1,526,502	\$ 1,234,546	\$ 1,114,934	16	16	14	13
Budget	To produce an annual budget and to provide financial monitoring information and analyses to city management so that they can have useful, credible, accurate and timely financial information from which to make informed decisions.	\$ 957,476	\$ 1,131,580	\$ 2,211,348	\$ 2,346,107	8	8	7	7

2009 Operating Budget
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Performance Management	To provide program performance analysis and reporting services to city management and department staff so they can make more-informed decisions to improve the quality and efficiency of city services.	\$ 341,191	\$ 381,887	\$ 451,833	\$ 437,642	4	4	4	4
Debt Management	To coordinate the city's capital improvements budget and capital improvements plan, and to provide debt management services to city departments.	\$ 103,976	\$ 215,624	\$ 239,839	\$ 237,905	1	2	2	2
Grants Management	To ensure that the City of Columbus is in fiscal and programmatic compliance with CDBG, HOME, ESG, HOPWA and NSP grant programs.	\$ 989,280	\$ 1,101,672	\$ 945,862	\$ 748,969	5	5	5	5
Financial Management Administration-Citywide Account	A holding account for later transfer to general fund divisions.	\$ 5,771,000	\$ 3,650,000	\$ 2,409,775	\$ 2,400,000	0	0	0	0

2009 Operating Budget
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Citywide Technology Billings	To provide financial monitoring and account for general fund technology internal billings.	\$ -	\$ -	\$ 13,122,473	\$ 12,291,852	0	0	0	0
Fleet Parts Room Operation	To provide all city repair facilities with quality parts efficiently and effectively while maintaining a minimal inventory.	\$ 16,122,560	\$ 13,623,537	\$ 15,857,887	\$ 19,116,901	8	8	7	9
Tire Shop	To provide assorted sizes of tires for city autos and trucks so service can be made to the vehicles in a timely, efficient manner, while maintaining a minimal inventory to remain cost efficient.	\$ -	\$ 383,068	\$ 199,972	\$ 707,702	0	6	3	4
Body Shop	To provide timely and cost effective repairs to auto body and upholstery repairs to city vehicles, which suffer damage due to accidents or normal wear. Also, to make ready new vehicles for city use in the application of any special decals or effects.	\$ -	\$ 321,979	\$ 356,424	\$ 270,630	0	5	5	4

2009 Operating Budget
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Transportation	To provide on-site vehicle repairs and preventive maintenance to all Transportation vehicles in a timely and cost efficient manner.	\$ -	\$ 1,036,394	\$ 999,568	\$ -	0	16	14	0
Auto Shop	To provide timely and effective repairs as well as preventive maintenance to the automotive equipment brought in by our customers.	\$ -	\$ 4,195,209	\$ 2,321,950	\$ 1,675,031	0	22	30	22
Truck Shop	To provide heavy truck vehicle repairs in a timely and cost efficient manner.	\$ -	\$ 616,323	\$ 827,026	\$ 3,408,330	0	9	13	47
Alum Creek	To provide on-site vehicle repairs and preventive maintenance to Refuse Collection vehicles in a timely and cost efficient manner.	\$ -	\$ 607,752	\$ 450,466	\$ 492,911	0	9	8	7
Morse Rd.	To provide on-site vehicle repairs and preventive maintenance to Refuse Collection vehicles in a timely and cost efficient manner.	\$ -	\$ 841,821	\$ 491,167	\$ 489,943	0	12	9	7

2009 Operating Budget
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Georgesville Rd.	To provide on-site vehicle repairs and preventive maintenance to Refuse Collection vehicles in a timely and cost efficient manner.	\$ -	\$ 614,470	\$ 593,134	\$ 504,565	0	9	10	7
Small Engine Shop	To provide small engine repairs and preventive maintenance on Recreation & Parks equipment in a timely and cost efficient manner. Also to provide boat and motorcycle repairs and preventive maintenance as requested in a timely and cost efficient manner.	\$ -	\$ 346,335	\$ 350,263	\$ -	0	5	5	0
Marine Shop	To provide support for Fire, Police, and Recreation and Parks for all boats & motors.	\$ -	\$ -	\$ -	\$ 68,446	0	0	0	1
Motorcycle Shop	To provide support for Police motorcycles including monthly preventative maintenance and ongoing repairs.	\$ -	\$ -	\$ -	\$ 68,830	0	0	0	1

2009 Operating Budget
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Customer Service	To provide a safe waiting area and related services for those end users that bring city vehicles in for quick repairs.	\$ -	\$ -	\$ -	\$ 267,699	0	0	0	4
Fire Maintenance	To provide heavy duty truck and fire apparatus repair and preventive maintenance for Fire Division equipment on site in a timely and cost efficient manner.	\$ -	\$ 870,009	\$ 1,011,639	\$ -	0	13	16	0
Fleet Maintenance	To provide timely and effective repairs to the automotive, light and heavy equipment that are brought into the shops by our customers.	\$ 7,248,692	\$ -	\$ -	\$ -	107	0	0	0
Fleet Administration	To meet the Fleet Management Division's objectives by providing leadership and positive reinforcement for effective and efficient operations.	\$ 2,565,775	\$ 4,070,408	\$ 5,266,563	\$ 5,477,642	8	8	10	13
Vehicle Purchases	To provide the city's agencies with new vehicles.	\$ 930,000	\$ 5,000,000	\$ 130,000	\$ 1,517,413	0	0	0	0

2009 Operating Budget
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Building Maintenance Services	To provide efficient and effective maintenance program ensuring customer service in all buildings under the purview of the Facilities Management Division.	\$ 2,237,532	\$ 2,781,066	\$ 2,826,998	\$ 2,127,047	36	35	32	28
Custodial Services	To efficiently and effectively clean buildings under the purview of the Facilities Management Division.	\$ 3,083,268	\$ 3,404,965	\$ 3,526,185	\$ 3,136,469	31	36	35	35
Security	To efficiently and effectively secure and monitor buildings under the purview of the Facilities Management Division.	\$ 603,790	\$ 561,562	\$ 638,998	\$ 733,789	7	5	6	6
Energy Management	To create more energy efficiencies in buildings under Facilities Management's purview.	\$ 5,811,253	\$ 7,720,327	\$ 6,912,440	\$ 6,529,243	0	0	0	0
Building Maintenance Management (Contract Services)	To efficiently and effectively maintain general fund facilities through managing resources, staff, and outside contracts.	\$ 1,465,753	\$ 2,642,074	\$ 2,567,841	\$ 3,131,762	2	2	2	1

2009 Operating Budget
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2006 Budget	2007 Budget	2008 Budget	2009 Proposed	2006 FTEs	2007 FTEs	2008 FTEs	2009 FTEs
Facilities Administration	To provide oversight, leadership and management to the division staff in rendering facilities management services to general fund facilities.	\$ 833,031	\$ 890,699	\$ 644,783	\$ 612,941	3	3	2	3
		\$ 54,605,587	\$ 62,853,499	\$ 71,554,236	\$ 74,858,772	262	265	276	263

NOTE: The general fund 2008 and 2009 figures do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9. Some program date does not match department summary data due to differences in data being reported (i.e. budgeted versus actual). This is compounded in cases of departmental reorganizations, such as Department of Technology, during this timeframe.

NOTE: The 2009 budget figures for Finance and Management include mailroom services, which was transferred from the Department of Technology in 2008.

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Performance History by Program

Program	Measure	2006	2007	2008 Mid-Year	2009 Target
Finance and Management Administration	Number of bond rating agencies giving City of Columbus highest possible rating	3	3	3	3
	Percentage economic stabilization fund balance to prior year operating expenditures*	7.0%	7.1%	n/a	5.0%
	Operating expenditures per capita*	\$ 780	\$ 820	n/a	\$ 850
	Percentage of operating expenditures to city personal income	3.6%	4.0%	n/a	3.8%
	<i>*Total General Fund operating expenditures used in calculations; City income estimates from US Census Bureau, American Community Survey.</i>				
Real Estate Management	Percentage of leases renewed prior to expiration	n/a	n/a	75%	88%
	Real estate management expenditure per million dollars in value of assets held	n/a	n/a	\$ 100	\$ 500
	Percentage of leases negotiated at market rate	n/a	n/a	100%	95%
	Lease cost per square foot of facility where the city is a tenant	n/a	n/a	\$ 2.12	\$ 15.00
Construction Management	Percentage of construction and renovation dollars (spent or planned) for projects that are officially LEED certified	n/a	n/a	63%	60%
	Percentage of design projects proceeding on schedule	n/a	n/a	68%	75%
	Percentage of design projects proceeding within original budget	n/a	n/a	71%	75%

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Performance History by Program

Program	Measure	2006	2007	2008 Mid-Year	2009 Target
	Percentage of construction, renovation and repair projects proceeding on schedule	n/a	n/a	85%	80%
	Percentage of construction, renovation and repair projects proceeding within original budget	n/a	n/a	85%	85%
	Change order cost per million dollars of construction, renovation managed (\$ above contingency requiring a budget adjustment)	n/a	n/a	\$ 11,324	\$ 20,000
	Capital delivery costs as a percentage of total project costs (new construction and renovation)	n/a	n/a	14.2%	<15.0%
	Construction/renovation \$ managed per Project Manager	n/a	n/a	n/a	\$ 5,000,000
Print Shop/ Copy Center	Average number of days to complete copy/print job	5.5	4.7	3.4	5.0
	Percentage of print/copy jobs completed to customer satisfaction	95%	100%	100%	90%
	Percentage of print/copy jobs that were outsourced by city departments that were not offered to Print/Copy Center	n/a	2.9%	4.5%	5.0%
	Percentage of print/copy job requests fulfilled	n/a	100%	100%	95%
	Percentage of print/copy jobs printed on recycled content paper	n/a	7%	98%	80%
Purchasing	Percentage internal customers rating overall purchasing service as good or excellent	n/a	74.7%	n/a	75.0%
	Average number of days for informal bid turnaround citywide	25	23	25	24
	Average number of days in purchasing for informal bid	20	19	19	19
	Average number of days for formal bid turnaround citywide	141	127	130	140

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Performance History by Program

Program	Measure	2006	2007	2008 Mid-Year	2009 Target
	Average number of days in purchasing for formal bid	120	109	98	115
	Average number of of bids received per bid request	n/a	4	4	4
	Percentage of city employees who need procurement training who are trained	n/a	66%	79%	95%
Budget Management	Average satisfaction rating with budget process	3.4	3.0	n/a	3.2
	Percentage of city staff customers satisfied with information provided by budget staff	100%	92%	n/a	93%
	Percentage accuracy of third quarter general fund expenditure projections	100%	100%	n/a	100%
	Percentage accuracy of three year plan revenue forecast for current year	99%	99%	n/a	99%
	Percentage accuracy of three year plan revenue forecast second year of plan	94%	98%	n/a	94%
Performance Management	Percentage of customers indicating they have performance information required to make more-informed decisions	new	new	new	80%
	Overall customer satisfaction rating with Columbus*Stat performance management process	4.1	3.9	n/a	4.5
	Percentage of performance measures showing improvement from the same time last year	new	new	new	80%
	Percentage of customers satisfied with responsiveness of performance analysts	new	80%	n/a	80%
	Percentage of performance measures on "green" (those where targets are met or exceeded)	new	new	new	60%

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Performance History by Program

Program	Measure	2006	2007	2008 Mid-Year	2009 Target
Debt Management	Total general obligation debt per capita	\$ 3,195	\$ 3,427	n/a	\$ 5,000
	City general obligation debt per capita	\$ 2,322	\$ 2,424	n/a	\$ 3,000
	Percentage unvoted general obligation debt to assessed property value	0.8%	1.1%	n/a	5.5%
	Percentage general obligation debt to assessed property value	4.6%	5.0%	n/a	10.5%
Grants Management	Percentage of grant-funded programs monitored by the city that are in compliance at first review with federal and local regulation	75%	100%	87%	100%
	Percentage of CDBG grant benefits to low and moderate income persons (defined as 80% or below of area median income)	85%	90%	n/a	70%
	Percentage of HUD grant expenditures in compliance with fiscal and program requirements at first review	100%	100%	n/a	100%
Fleet Maintenance	Percentage of fleet maintenance customers rating service as satisfactory or better	93%	95%	91%	85%
	Percentage of fleet units within preventative maintenance service schedule (excluding Utilities)	88%	90%	93%	90%
	Percentage of fleet maintenance work orders with re-works	n/a	n/a	0.18%	3.0%
	Percentage of available fleet mechanic hours billed	69%	71%	71%	70%
	Dollars of inventory in parts room over 730 days	\$ 91,212	\$ 47,127	\$ 26,676	\$ -
	Percentage of mechanics with ASE certification	n/a	n/a	75%	75%
	Average annual downtime- all shops (days)	3.79	3.87	2.14	3.00

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Performance History by Program

Program	Measure	2006	2007	2008 Mid-Year	2009 Target
	Total dollar volume of inventory in parts room	\$ 896,029	\$ 642,587	\$ 725,378	\$ 750,000
Fleet Management Administration	Overall vehicle availability rate	n/a	n/a	145%	100%
	Percentage "green" diesel retrofits completed	n/a	n/a	0%	35%
	Number of gallons fuel (all types) utilized for city fleet	3,610,381	3,915,973	1,743,188	3,837,653
	Percentage of city vehicles within replacement schedule	n/a	n/a	n/a	TBD
	Number of recordable injuries	14	19	8	10% reduction
	Number of lost work days	106	276	78	10% reduction
	Revenue earned per city vehicle auctioned, on average	\$ 1,582	\$ 1,813	\$ 1,132	\$ 1,100
Building Maintenance Services	Number of building maintenance work orders received per 100,000 square feet maintained per month	35.6	26.7	24.7	33.0
	Percentage of building maintenance work orders closed within 72 hours of request	74%	87%	88%	86%
	Percentage of preventive maintenance work orders completed on time	n/a	72%	88%	87%
	Average building maintenance expenditure per square foot maintained, per month	n/a	\$ 0.14/SF	\$ 0.13/SF	< \$ 0.15/SF
	Number of total work orders closed per building maintenance worker per month	15.3	16.9	21.1	19.6
Custodial Services	Percentage of custodial customers satisfied with restroom cleanliness	65%	32%	74%	80%
	Percentage of custodial customers satisfied with office floor cleanliness	59%	37%	59%	70%

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Performance History by Program

Program	Measure	2006	2007	2008 Mid-Year	2009 Target
	Percentage of custodial customers satisfied with responsiveness of custodial staff	n/a	70%	85%	80%
	Number of pounds of recycled materials gathered per building per month	1,500	2,748	2,852	2,995
	Custodial service expenditures per square foot of facilities cleaned	\$ 2.59	\$ 2.25	\$ 1.29	\$ 2.36
	Number of square feet of facilities cleaned per custodial labor hour	478	510	560	582
Security Management	Number of of security incidents reported	8	2	2	<12
	Percentage of evening city building security tours performed of those required	81%	90%	92%	95%
	Security expenditure per square foot of facilities managed	\$ 2.59	\$ 2.51	\$ 1.44	\$ 2.61
Energy Management	Number of kilowatt hours of electricity used per square foot of facilities occupied per month	n/a	n/a	1.7	1.6
	Number of cubic feet of gas used per square foot of facilities occupied per month	n/a	6.0	12.1	7.3
	Energy expenditure per square foot of facilities occupied per month	n/a	n/a	\$ 0.28	\$ 0.28
	Estimated savings through changes implemented in energy saving devices, design reviews, retrofits, etc.	n/a	n/a	\$ 195,336	\$ 50,000